PROVINCE OF SASKATCHEWAN

11-12

ANNUAL REPORT

CORRECTIONS, PUBLIC
SAFETY AND POLICING

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This annual report is also available in electronic format from the ministry's web site at **www.cpsp.gov.sk.ca**.

Letters of Transmittal

The Honourable Vaughn Solomon Schofield
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report for the Ministry of Corrections, Public Safety and Policing for the fiscal year ended March 31, 2012.

I am pleased to report that Corrections, Public Safety and Policing made significant progress in several key areas which are aligned with Government's focus on sound fiscal management, honouring its commitments and increased accountability.

The Ministry responded to the unprecedented flooding events of 2011 by coordinating provincial resources in emergency response and recovery. It also enhanced the Provincial Disaster Assistance Program (PDAP) to improve the delivery of financial aid to those affected by natural disasters.

The Ministry made progress in other areas including reaching its goal of funding 120 new police officer positions and signing the new Provincial Police Service Agreement which provides for RCMP policing service in Saskatchewan for the next 20 years.

The Ministry launched a pilot for the Seniors Home Security Program in Prince Albert. It provided free home security devices including deadbolts, door viewers, smoke alarms, carbon monoxide detectors and smoke alarm batteries to qualifying seniors.

Construction of a new facility on the grounds of Prince Albert's Pine Grove Provincial Correctional Centre got underway. The $12 million project will be completed in 2013 and will help meet the over-crowding challenge at the province's only secure correctional centre for women.

The Ministry's *Building Partnerships to Reduce Crime* laid out a new, integrated approach to crime reduction in Saskatchewan. The framework includes better integrating government services, building on the strengths of communities, individuals and families, continuing to support police officers and the victims of crime and targeting services to those with the highest needs and those who are at risk of coming in conflict with the law.

Saskatchewan continues to be a place of growth and opportunity. The Ministry continues to support the province's economy and the Government's commitment to being accountable to Saskatchewan's people and to focus on their safety and security.

Christine Tell
Minister Responsible for Corrections and Policing

The Honourable Christine Tell
Minister Responsible for Corrections and Policing

Dear Madam:

I have the honour of submitting the Annual Report of the Ministry of Corrections, Public Safety and Policing for the fiscal year ending March 31, 2012.

The Annual Report profiles the Ministry's activities and recognizes the vital role the Ministry's staff, members of community-based organizations, our policing partners and other stakeholders play in keeping Saskatchewan's citizens safe and secure.

The Ministry recognizes and respects public accountability and worked hard to ensure the Annual Report accurately reflects the Ministry's actions during the 2011-2012 fiscal year.

Respectfully submitted,

Gerald Tegart
Deputy Minister of Justice

Introduction

The 2011-12 Annual Report for the Ministry of Corrections, Public Safety and Policing (CPSP) presents the Ministry's results on activities and outcomes for the fiscal year ending March 31, 2012. It reports to the public and elected officials on public commitments made and other key accomplishments of the Ministry.

Although a renewed vision and set of goals were introduced as a result of the 2011 provincial election, the 2011-12 Annual Report will be presented in relation to the vision and goals that guided the development of the 2011-12 Plan.

Results are provided on publicly committed strategies, actions and performance measures identified in the 2011-12 Plan. The report also demonstrates progress made on Government commitments as stated in the *Government Direction for 2011-12: The Saskatchewan Advantage*, the Minister's Mandate letter, throne speeches and other commitments and activities of the Ministry.

The annual report demonstrates the Ministry's commitment to effective public performance reporting, transparency and accountability to the public.

The 2011-12 Annual Report also sets the stage for the 2013-14 planning and budget processes. It helps Government identify and builds on past successes for the benefit of Saskatchewan people by assessing accomplishments, results and lessons learned.

Alignment with Government's Direction

The Ministry's activities in 2011-12 align with Government's vision and three goals:

Our Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing opportunity for a high quality of life for all.

Government's Goals

- **Sustain economic growth** for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- **Secure Saskatchewan** as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- **Keep Government's promises** and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Together, all ministries and agencies support the achievement of Government's three goals and work towards a secure and prosperous Saskatchewan.

The Ministry of Corrections, Public Safety and Policing does so by: reducing crime through effective enforcement and responses to offending; reducing re-offending behaviour through rehabilitative interventions with offenders; enhancing municipal capacity for building and fire safety and for emergencies; strengthening emergency management across government; administering gas and electrical licensing; maintaining safety standards through a balanced legislative framework; and delivering on public commitments.

Ministry Overview

Mandate

The Ministry advances safe, secure communities through enhanced crime prevention and reduction; corrections, rehabilitation and treatment services and programs; emergency planning and communication; monitoring building standards, fire prevention and disaster assistance programs; and licensing and inspection services. The Ministry advances public order, safety and security by working with various communities and organizations and by ensuring that effective policing and private security programs uphold the rule of law and protect society and the rights of individuals.

Service Delivery System

The Ministry of Corrections, Public Safety and Policing (CPSP) is a large Ministry with a Full Time Equivalent (FTE) budget of 1,998.4 FTEs for 2011-12.

The Ministry serves thousands of clients annually, works in partnership with other ministries, governments and community-based organizations and is responsible for the delivery of adult and youth correctional services, policing-related services, licensing and inspections services, building and fire safety programs and the coordination and support to communities for emergency planning and preparedness.

Core Services

The Ministry's activities may be summarized in the following five main areas that are focused on contributing to Government's commitment to Growth, Security and Promises:

- Adult Corrections

  Adult Corrections contributes to the safety of communities by delivering a wide range of programs that provide for varying levels of offender care, control and supervision. The Adult Corrections Division administers the sentences of offenders who are: imprisoned for sentences of up to two years less a day; on remand, serving intermittent or weekend sentences; under community supervision, such as probation, conditional sentence orders, or undertakings (bail supervision); or released on warrant expiry from the federal system and are under 810 supervision orders due to their high risk for re-offending violently. Rehabilitative and risk management programs available to sentenced offenders include addictions programs, electronic monitoring, cognitive behavioural programs that target risk factors, violent offender treatment, alternatives to violence programs geared toward domestic violence offenders and sex offender treatment. In addition, Adult Corrections administers the fine option program and the community service order program, is a key partner in targeted initiative strategies and provides support and coordination to the various treatment courts throughout the province. These programs are delivered through two operational systems: Community Operations and Institutional Operations. There are four provincial correctional centres for provincially sentenced and remanded offenders; two community correctional centres, four community training residences; one correctional camp for offenders who are rated as low security or of low to moderate risk. There are seven community operations regions with seventeen regional offices responsible for supervising offenders on conditional sentence, probation or bail. A list of correctional facilities and community training residences for adult offenders can be found in Appendix E.

- Young Offender Programs

  Young Offender Programs are administered and delivered by community and custody staff through four regions, 18 community offices across the province and eight custody programs. A continuum of services has been designed to respond to youth offending behaviours and levels of risk to address offences that are minor to serious violence offences and lengthy sentences for murder. These services include extrajudicial sanctions (programs in which offenders accused of a criminal offence take responsibility for their behaviour by participating in a community-

based program), judicial interim release for youth who require supervision in the community while awaiting their court hearing, community supervision, open and secure custody, targeted initiatives focusing on repeat offenders and reintegration programming for high-risk youth exiting custody. Rehabilitative and risk reduction programs available to sentenced youth include addictions programs, restitution programs, cognitive behavioural programs that target risk factors, violent offender treatment and sex offender treatment. Youth are linked to programs provided by health authorities, school divisions, community-based organizations (CBOs) and employers. A list of correctional facilities for young offenders can be found in Appendix E.

- Policing and Community Safety Division

  Policing and Community Safety Division maintains public order and safety in Saskatchewan by ensuring that effective policing and private security programs uphold the rule of law and protect the rights of individuals. Policing and Community Safety Division is responsible for:

  - the oversight of municipal policing through the Saskatchewan Police Commission, the Saskatchewan Police College, Aboriginal policing and the Vehicle Impoundment Against Sexual Exploitation (VISE) program;
  - providing funding for provincial policing services under contract with the Royal Canadian Mounted Police (RCMP), regulating the private security industry, coordinating the Public Disclosure Committee and enforcing *The Safer Communities and Neighbourhoods Act, The Seizure of Criminal Property Act, The Criminal Enterprise Suppression Act* and *The Witness Protection Act;*
  - liaising with the National Crime Prevention Centre; and
  - administering funding agreements with municipal police services for the provision of resources for targeted enforcement strategies and initiatives.

- Planning and Priorities

  Delivers a number of central services to the Ministry, conducts research, evaluates programs, and manages the process for bringing decision items to Cabinet on behalf of the Ministry. The branch co-ordinates the development and maintenance of the strategic plan, prepares monthly, quarterly, mid-year and annual reports, represents the Ministry on many inter-ministerial strategies, manages the federal/provincial/territorial agenda and manages, in conjunction with Corporate Services, the strategic direction of the Ministry.

- Corporate Services and Public Safety Division

  - Corporate Services

    Corporate Services provides centrally managed financial expertise and accounting advice for the Ministry. Financial planning and management services include budget development, revenue and expenditure forecasting, FTE reporting, administrative functions such as accommodations services and maintains the key relationship with the Provincial Auditor. The Division also undertakes strategic capital planning and project management for the Ministry.

  - Emergency Management and Fire Safety (EMFS)

    Emergency management officials prepare and maintain the Provincial Emergency Plan, provide advice, support and assistance to local authorities during local emergency events and coordinate government agencies on emergency preparedness and response. The branch performs the Ministry's emergency response role and coordination of government ministries, Crown corporations and agencies through activation of the Provincial Emergency Operations Centre (EOC) in Regina. Pertinent information is distributed through situation alerts and to the media through regular briefings.

EMFS delivers provincial fire safety training and certification, Sask911 services and manages the Provincial Public Safety Telecommunications Network (PPSTN). The branch provides Saskatchewan communities, owners, industry, fire departments and emergency personnel with programs and services that protect people, property and the environment from hazards. The branch also enforces legislative standards for building and fire safety in order to build local capacity to respond to emergencies through planning, training and exercises. EMFS coordinates provincial resources during major emergencies when local response capacity is not sufficient.

- Building Standards

  Building Standards is the lead agency for the application of codes and standards in the construction of safe buildings and their continued safety through occupancy. The Building Standards Unit provides municipal authorities with leadership and technical advice supported with public education in the areas of building code enforcement and licensing of building officials.

- Information Management and Public Safety Telecommunications

  The Information Management Branch (IMB) is a shared services branch providing support and direction to the Ministry of Corrections, Public Safety and Policing and the Ministry of Justice and the Attorney General. IMB is responsible for IT planning, strategic planning and managing information management and technology systems that help accomplish the corporate goals and objectives of the ministries. IMB sets the strategic direction and establishes and maintains policies and protocols for best practices regarding data integrity and security. In addition, the branch develops, tests and manages the Business Continuity Plans, liaises with the Information Technology Office (ITO) and provides business analysis and oversight on major internal and inter-ministerial IT projects.

  The Public Safety Telecommunications Unit operates the Provincial Public Safety Telecommunications Network (PPSTN). The branch also provides technical support services to the business delivery unit of the Emergency Management and Fire Safety Branch in the delivery of 911 call taking and dispatch services and provides business analysis and oversight for 911 technology initiatives to enhance the 911 services in the province.

- Freedom of Information and Privacy

  In June 2011, the Ministry created the Freedom of Information and Privacy (FOIP) Branch to provide leadership, advice, training and awareness about Freedom of Information protocols and to improve responses to requests for records, privacy protection and client services. Achievement of stronger outcomes and awareness has been allocated to privacy, security, access to information, records management and public interest disclosures.

- Gas and Electrical Licensing

  The Technical Safety Authority of Saskatchewan (TSASK) assumed the responsibilities of the former Licensing and Inspections Branch of the Ministry of Corrections, Public Safety and Policing effective July 1, 2010. This includes providing regulatory and enforcement programs operated on a fee-for-service basis with regard to boilers, pressure vessels, elevators and amusement rides. CPSP continues to be responsible for the legislative and regulatory requirements governing the safe operation of boilers, pressure vessels, elevators and amusement rides. The Ministry also continues to be responsible for gas and electrical licensing.

- Provincial Disaster Assistance Program (PDAP)

  PDAP is designed to help residents, small businesses, agricultural operations, communal organizations, non-profit organizations, parks and communities recover from uninsurable losses resulting from natural disasters, including flooding, tornadoes, plow winds and other severe weather.

  PDAP provides financial assistance to assist with recovery to pre-disaster conditions (eligible losses), restoring essentials of life, not lifestyle. It is linked to the federal initiative - the "Disaster Financial Assistance Arrangements" (DFAA) - a national cost-share framework and the provincial program closely mirrors DFAA guidelines for consistency and to maximize cost recovery.

Key Partners

The Ministry is responsible for the delivery of adult and youth correctional services, policing-related services, licensing and inspections services, building and fire safety programs, training and support to communities for emergency planning, preparedness and response. Overall, the Ministry works in partnership with other ministries, governments and community-based organizations for the delivery of services.

The key partners in the delivery of services include community-based organizations (CBOs), Tribal Councils/First Nations, police and local authorities. These partners deliver correctional services such as youth extrajudicial sanctions and reintegration programs, a custody program and probation services in adult corrections, policing services, primary dispatch and delivery of emergency services. They also deliver some local inspection services, including fire and building inspections. The partnerships are funded on a contractual basis based on specific program expectations and volumes of case activity. Results are reported to the Ministry semi-annually.

Key partners include:

- CBOs that deliver youth extrajudicial sanctions: John Howard Society in Moose Jaw, Regina and Saskatoon; Tribal Councils in North Battleford, Prince Albert, Fort Qu'Appelle, Saskatoon, Meadow Lake and Yorkton and Friendship Centres in Fort Qu'Appelle, Ile-à-la Crosse, La Ronge, and Prince Albert; and various CBOs in La Loche, Meadow Lake, North Battleford, Prince Albert, Regina, Swift Current, Estevan and Saskatoon.
- Police agencies including the RCMP, municipal police services and First Nations police services.
- Restitution, education/employment/skills based programs and reintegration programs for young offenders are delivered by First Nations and Métis organizations in Prince Albert, Saskatoon, Regina, Yorkton, North Battleford, Fort Qu'Appelle and Ile-à-la Crosse; First Nations Bands at Onion Lake and Lac La Ronge; John Howard Society in Regina and Saskatoon; and other CBOs in Meadow Lake, North Battleford, Prince Albert, Saskatoon, Regina and Sandy Bay.
- Adult probation services are delivered by the File Hills Qu'Appelle Tribal Council.
- Municipal authorities and First Nations are primarily responsible for the delivery of emergency services and are local first responders to emergencies within their communities. Local authorities also deliver some public education and prevention services, including fire and building inspections.
- Career staff and volunteers in fire services and emergency management are key partners in providing effective public safety services.
- Private sector owners/operators and industries responsible for boilers, pressure vessels, elevators and amusement rides, essential services and critical infrastructure are key licensing and inspection partners.

Progress in 2011-12

Government Goal: SECURITY

The Ministry of Corrections, Public Safety and Policing supports the Government's goal to secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

Working in partnership with police and community leaders, reduce crime through effective enforcement and responses to offending.

Results

- In September 2011, Cabinet approved the release of *Building Partnerships to Reduce Crime* (BPRC), a public document that outlines Government's long-term strategy for policing in Saskatchewan that builds upon current approaches to reducing violence, crime and victimization. The approach advocates Government and its partners doing business differently and relying on police, government officials and CBOs to work collaboratively to find local solutions to crime and violence reduction. The intent is to bring together multiple partners to address the broader social issues underlying crime and offending by engaging and applying the perspectives, information, talents and resources of multiple disciplines and agencies. The Ministry will continue to advance the implementation of BPRC, bringing together the nine provincial human services ministries and the eight largest police services in the province to adopt an enterprise approach to reducing crime and violence.
- The Ministry explored partnerships with community-based programs to deliver additional anti-gang programs and interventions for youth and adult offenders by:
  - taking the next steps to Building Partnerships that will:
    - » defining the process for engaging communities in crime reduction;
    - » identifying and resolving systemic challenges to facilitating implementation (e.g., information sharing);
    - » establishing an accountability framework; and,
    - » supporting communities to develop, implement and enhance local solutions to address their specific crime-related issues.
  - Engaging in supporting the Community Mobilization Prince Albert project, the first implementation of a local model that applies the BPRC strategy to address local crime-related issues. This project has already achieved significant successes and will provide a model for migration of the strategy across the province. (2011 election platform commitment)
- The new 20-year Provincial Police Service Agreement (PPSA) signed in September 2011 with the federal government contracts the services of the RCMP. It modernizes the relationship between the parties by providing increased accountability through strengthened management and reporting frameworks. Under the new PPSA, the Province will receive enhanced reports, allowing for reviews of RCMP programs and finances. In 2011-12, the Ministry completed a reorganization that will provide an FTE substantially dedicated to advancing the modernized relationship and the enhanced planning and reporting processes. With the rollout of the final 30 police positions on July 1, 2011, the RCMP is at its full complement of the Government's commitment to provide 120 police officers over four years (76 RCMP positions and 44 municipal police positions). The RCMP National Backup Policy is now fully implemented.
- The Ministry continued to support policing initiatives to combat organized crime and gangs in the province, including:

- The Witness Protection Program that provides safety to witnesses involved in the prosecution of gang and organized crime individuals. The program is now fully operational. It has received 28 witness protection applications since September 1, 2009. Eight of those applications were received in the 2011 calendar year with an additional two received, to date, in the 2012 calendar year.
- Working with the Criminal Intelligence Service Saskatchewan (CISS) on the development of the Western Canadian gang member database (a national database). The success of the database will be sharing of intelligence on gang members by all areas of the Ministry (i.e., Adult and Youth Corrections, Safer Communities and Neighbourhoods, the Witness Protection Program and Civil Forfeiture).
- Working with our neighbouring provinces to crack down on drug trafficking and other gang activities. This work is broader than the Western Canada Database, with provinces across the country information-sharing to crack down on drug trafficking and other gang activities using tools such as the national gang database. Public Safety Canada plans to rebuild the Automated Criminal Intelligence Information System (ACIIS) over four years. This work is being driven nationally and is currently awaiting federal input on how best to advance this initiative.
- Providing funding to Saskatchewan police services for the Integrated Child Exploitation Unit (ICE) to protect children from sexual exploitation over the Internet. All Canadian jurisdictions that have ICE units are linked to the Canadian Child Exploitation Centre in Ottawa, making child exploitation capacity national and international. Ottawa coordinates domestic and international child exploitation investigations.

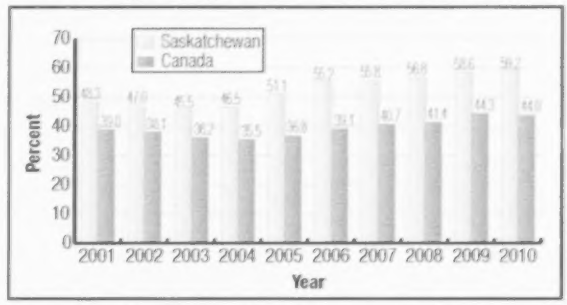
• The Ministry continued to work on enhancements to the service provided to northern communities under the Safer Communities and Neighbourhoods (SCAN) program. Two investigator positions and an additional support staff were added to reduce the workload in the north and attempt to expedite outstanding and new investigations.

• The civil forfeiture program is now completely within the Policing and Community Safety Division, with a Director, Deputy Director, Asset Manager and Deputy Asset Manager in place. CPSP funded a dedicated lawyer to work on all referred seizure of criminal property files and another lawyer to provide services to the Division's Community Operations unit assists on seizure of criminal property files when time permits. The seizure of criminal property investigation unit was granted forfeiture orders or had forfeiture applications before the Courts for real and personal property totalling $849,844.

• The Ministry continued to be engaged in discussions with Public Safety Canada on alternative models to support First Nations policing; one of which is Peacekeepers. The Ministry is also engaged in discussions with Public Safety Canada, the RCMP and First Nations leaders on the future of Community Tripartite Agreements. Public Safety Canada has committed to fund the Agreements to March 2013.

Measurement Results

Per cent of police-reported incidents cleared by charge or cleared otherwise



Source: CCJS Crime Statistics, Canada, Provinces and Territories 1997-2010

The proportion of incidents that were cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect had been identified and no charge was laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to testify). Investigations for more serious or complex crimes may take longer to complete.

Saskatchewan's rate of police-reported incidents cleared by charge or otherwise, collected on an annual basis, continues to increase. In 2010, the most recent data available, Saskatchewan's clearance rate of approximately 60 per cent compared favourably to the national clearance rate of 44 per cent.

While this measure was one indicator of the Ministry's progress in reducing crime through effective enforcement and responses to offending, the Ministry had limited influence over these results. While the Ministry provided funding to police services and indicated its priorities, it does not prescribe the day-to-day operations of police services.

Note: Statistics Canada, Canadian Centre for Justice Statistics also reports a "weighted" clearance rate that assigns values to crimes according to their seriousness with more serious crimes being given a higher statistical "weight." In 2010, the weighted clearance rate for Saskatchewan was 50.3 per cent compared to 39.4 per cent for Canada. On average the weighted clearance rates are slightly lower than the overall clearance rates due to certain serious, relatively high-volume offences such as robbery and break-ins having lower-than-average clearance rates as compared to other violent and non-violent crimes. However, the trends for both the weighted and non-weighted rates have been similar over the same reporting years.

Working with partners, reduce re-offending behaviour and enhance public safety through: effective rehabilitative interventions with offenders using a continuum of programs and services; and effective security and supervision of offenders

Results

- The Ministry made rehabilitation more effective through:
  - The continuous assessment of best practices and program effectiveness, such as the multi-year evaluation of the Dedicated Substance Abuse Treatment Unit (DSATU) at the Regina Provincial Correctional Centre (RPCC). The DSATU was developed and delivered in partnership with the Ministry of Health and the Regina Qu'Appelle Health Region. Since its inception in April 2008, a total of 500 offenders have been accepted into the treatment program and 467 offenders have completed it. This best practice approach has shown that a dedicated addiction unit in a correctional centre is the most efficient and effective treatment for high risk offenders with significant needs in the area of substance abuse. An evaluation framework strategy to evaluate this program is currently being developed by CPSP and the Ministry of Health.
  - Effective correctional programming through expansion of the *Courage to Change* (C2C) initiative based on the analysis of the field study. Ten adult and youth custody facilities completed a large field study implementing the *Courage to Change* program in 2011-12. The comprehensive on-unit program was delivered on a one-on-one basis between case managers and offenders and provided increased program availability for high risk offenders. The C2C program uses a research-based curriculum which targets behaviour change and reduces re-offending. Results of the field study demonstrated significant reductions

in custody misconducts ranging from 30-50 per cent. The program was expanded to all four adult provincial correctional centres and was delivered to all sentenced youth in young offender facilities.

- Training staff in core correctional practice. The Ministry dedicated financial resources for staff refresher training in areas of deficiency identified in the "*Final Report on the Implementation of The Road Ahead: Towards a Safer Correctional System.*" In 2011-12, 150 Adult Corrections (AC) Division staff were trained in core correctional practices, accounting for 450 training days or 3,600 training hours.

  Young Offender (YO) Programs provided training that encompassed safety and security, clinical programs that reduced offending and leadership development. The highest number of mandatory training events was delivered in the eight young offender custody facilities. In 2011-12, facilities trained 511 front line staff for a total of 2,533 training days. Community youth workers were also provided with mandatory and other annual training opportunities and the regional offices provided training to 115 community staff for a total of 318 training days. During that time 45 custody and community managers attended a total of 92 days of training and 64 custody and community supervisors attended a total of 318 days of training.

  Ensuring that staff members received appropriate training was a vital part of this Ministry's commitment to ensuring public safety and the delivery of effective correctional services. Training opportunities attended by Adult Corrections (AC) staff are diverse and vary according to required competencies, independent learning, development needs and operational requirements. In 2011-12, 3,438 AC staff attended 6,051 days of training for a total cost of just over $900,000. AC staff were able to attend more than one training session in 2011-12 and were offered the following training opportunities:

  - Institutional Operations staff participated in induction training for new corrections workers and training for institutional staff to carry out their duties safely and professionally;
  - Community Operations Probation staff participated in probation officer orientation and Offence Pattern Analysis and Relapse Prevention workshops;
  - Community Facilities staff participated in First Aid and CPR, Leadership Development and Core Correctional Practices;
  - AC Central Office staff participated in Management and Leadership Skills Development along with various workshops, forums and conferences; and
  - Community Operations Probation staff attended a three-day training and information-sharing forum on an overview of gangs in Saskatchewan and case management strategies for working with gangs. There was also a Criminal Justice Information Management System (CJIMS) overview and a wellness component.

- Implementing improvement actions identified through the Young Offender Programs' serious violent offender (SVO) audit. The SVO audit revealed the need for improvement in the areas of supervision and treatment. A number of cases did not receive the level of supervision required by policy and treatment services were not in place for a significant number of SVOs. A plan was developed that included:

  - Regional tracking of SVO cases;
  - Implementing clinical supervision policy, guidelines and audits to ensure that case management was complying with standards; and

» Development of community safety plan mastery training to further address the rehabilitation needs of youth.

- Providing training and support so that Young Offender Programs' supervisors and youth workers achieved a mastery designation in community safety planning. Community Safety Planning (CSP) mastery was introduced in late 2010-11 and all supervisors in the province were trained. Approximately 75 per cent of all community youth workers have been trained and most are working towards completing CSP mastery.

- Putting relapse prevention programming into practice for young offenders and adult offenders supervised in community programs. CSP mastery included relapse prevention training: a cognitive behavioural approach to assist adult and youth offenders identify their offending patterns and develop safety plans to change their behaviour. Adolescent Brain Development training modules were added to increase staff awareness of developmental levels of youth receiving YO Programs. All youth workers referenced above have received relapse prevention training.

- The implementation of a Cultural Healing Program at all four adult provincial correctional centres. Permanent staffing of the Cultural Coordinator positions in each provincial correctional centre was completed during 2011-12. Cultural Advisors/Elders and cultural program space were also added to complement the Cultural Healing Program. Cultural Advisor/Elder teachings focus on lifestyle choices and avoiding gang influences and mentality.

  Cultural awareness training was implemented for all new hires and was provided to a substantial number of managers and in-scope staff. The remaining staff will receive training over the next several years as resources are available.

  Over the past year the Director of First Nations and Métis Programs, Cultural Coordinators, Cultural Advisors/Elders and Human Resources developed a First Nations and Métis Programs strategic plan and a work plan. The plans will be finalized in early 2012-13.

- The development of a draft of the Saskatchewan First Nations Community Policy Guide on Reintegration by the Federation of Saskatchewan Indian Nations (FSIN) and CPSP. The discussion paper explored the current level and effectiveness of involvement of First Nations in corrections and policing policy and services as well as options for increasing that involvement through expansion of existing mechanisms or the development of new approaches.

  The report stated that an opportunity existed for a First Nations organization to develop expertise and capacity in custody services. The Ministry and the File Hills Qu'Appelle Tribal Council (FHQTC) began discussions in September 2011 about the possibility of a contract to transfer the operation of the Echo Valley Youth Centre as an open custody facility to the FHQTC. A letter of intent was signed by the Minister and the Tribal Council. Further discussions will be held to determine the feasibility of the transfer. Service delivery standards and a quality assurance regime are being drafted. A review to answer governance and partnership questions was initiated. The review will include research of best practices and the experience of other jurisdictions.

- The Ministry continued to support gains made in *The Road Ahead*, the Government's response to the recommendations from the External Investigation Team's Report into the August 2008 escape from the Regina Provincial Correctional Centre. Actions included:

  - Significant progress regarding Adult Corrections' ability to gather and

disseminate security intelligence information:

- » Adult Corrections Central Office has a Director of Security and Intelligence who oversees the Security Intelligence unit and program which strengthens and coordinates current security intelligence activities in correctional centres.
- » Each of the four provincial correctional centres has Security Intelligence Officers (SIOs) whose job is to manage the use of intelligence in order to improve the security of correctional centres.
- » Telephone monitoring equipment is operational in each of the correctional centres.
- » A Memorandum of Agreement (MOA) is now in place with the Criminal Intelligence Service of Saskatchewan (CISS – RCMP) to support information sharing.
- » The Assistant Deputy Minister (ADM) of Adult Corrections was appointed to the Executive Committee of CISS. The ADM meets regularly with the Chiefs of Police and senior RCMP officials, to provide an Adult Corrections perspective to the criminal intelligence sharing processes.

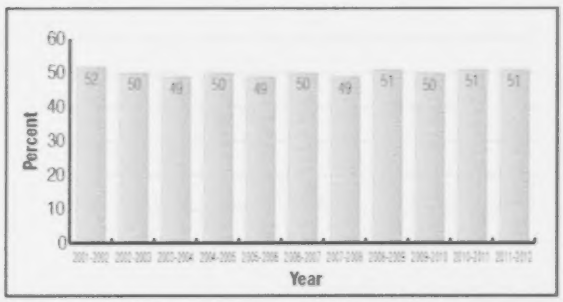
- Courts are continuously expanding their use of video courts which has a direct impact on the facilitation of the correctional centre video courts by not having enough rooms to address the demand. The Ministry and Justice are exploring options to expand within the Regina Provincial Correctional Centre and at other adult provincial correctional centres. Two of the proposed new sites are the Prince Albert Provincial Correctional Centre and the Pine Grove Provincial Correctional Centre. The two ministries are in the process of identifying suitable space and the capital funding required to build appropriate facilities within the two centres. Video courts have also been established at Paul Dojack Youth Centre in Regina, Kilburn Hall Youth Centre in Saskatoon and the Prince Albert Youth Residence.
- The completion of a full review and rewrite of *The Correctional Services Act (1994)*. The new Act will provide clear and explicit legal authority to address significant safety and security concerns and the inmate and employee accountability policy issues identified in *The Road Ahead: Towards a Safer Correctional System*. A working group is nearing completion of a full review of the regulations associated with the new Act. The goal is to have the new Act, Regulations and policies ready to implement in late fall 2012.

- The Ministry is ensuring public safety through sound infrastructure and enhanced security with the construction of a 30-cell living unit that will better manage current inmate counts and address the severe overcrowding at the Pine Grove Provincial Correctional Centre for Women in Prince Albert. Construction began in September 2011. The new building will be able to house 60 women and include a 12 bed medical unit and a video court. The projected cost is $13.6 million over two years and completion is scheduled for March 2013.
- The Ministry continues to investigate further efficiencies in Staff Workforce Scheduling processes through a focused institutional pilot project using a packaged software solution. In order to address the challenges of staff scheduling the Government approved funding of $800,000 to proceed with a Staff Workforce Scheduling (SWS) project in 2011-12. The pilot project created a staff workforce scheduling solution that helps reduce overtime costs and introduced significant efficiencies used to build a provincial implementation strategy. The Regina Provincial Correctional Centre was selected as the pilot site and the project's "go live" date occurred on March 23, 2012. Initial feedback has been positive.
- Continue to work with the Information Technology Office (ITO) and the Ministry

of Justice and Attorney General on the design and development of the Criminal Justice Information Management System (CJIMS) project to modernize the existing systems for adult offender information and young offender information. Phase One of the project integrated information from Justice and Corrections so that a complete historical view of an offender's end-to-end experience in the system may be provided to authorized users, was completed in March 2011. A due diligence review of the methodology and approach followed the completion of Phase One. The result was the approval to proceed with Phase Two which focused on capturing new functionality and design for the various system components. Phase Two work was substantially complete by March 31, 2012. Phase Three, the development of the new system will begin April 2012. Roll out of the release is anticipated in 2015.

Measurement Results

Per cent of sentenced offenders not re-admitted to any adult correctional program within 24 months of completing custody



Source: Adult Corrections Information Management System

Research shows that correctional programs that target the needs of offenders and that are delivered in a manner that matches the learning style of the offenders can reduce subsequent re-offending behaviour. The per cent of offenders who have completed custody and were not re-admitted to any correctional program within 24 months is one indicator of program effectiveness.

It should be noted that Adult Corrections provides services for offenders with sentences of less than two years. Therefore, the graph does not include those offenders whose sentences are two years or longer and are serving in federal correctional facilities.

Rehabilitative programming is a key component of the Ministry's approach to reducing re-offending behaviour. Elements of the rehabilitative approach include addressing the main criminogenic factors that contribute to re-offending behaviour including poverty, education, family and interpersonal violence and addictions.

In 2011-12, the per cent of sentenced offenders not readmitted to any adult correctional program within 24 months of completing custody was 51 per cent, remaining relatively stable over the past ten years. The Ministry recognizes that it is difficult to significantly increase this percentage given that the rate of violent crime remains high, offender counts in adult facilities have continued to rise and a large proportion of offenders are medium to high risk.

These factors all contribute to an environment that presents significant challenges to positively affecting this measure. However, it should be noted that research indicates approximately 80-90 per cent of high-risk offenders re-offend within a two-year period. The statistics for Saskatchewan should be viewed in this context.

(Note: Due to a data collection error there was a change in 2009-10: the correct per cent for that year was 50 per cent and not 53 per cent as previously reported.)

Enhance municipal capacity in building standards, fire safety and emergencies; provide secure and sound infrastructure; and strengthen emergency management across government.

Results

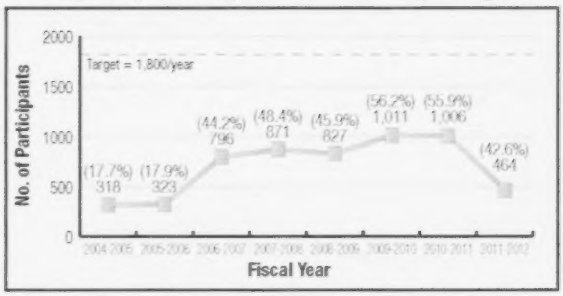
- The Ministry continues to coordinate provincial resources to support municipalities facing emergency situations through the development of new training initiatives that increase the preparedness for emergencies at municipal and regional levels. Training is an ongoing necessity due to the high rate of turnover for municipal officials.
- The Provincial Public Safety Telecommunication Network (PPSTN) is fully operational. Work continues to improve and refine coverage in many areas of the province to provide superior service in key locations. Emergency Management and Fire Safety Branch and the PPSTN formed a high level stakeholder consultation group to develop and implement interoperable radio communications across jurisdictions and disciplines. This initiative follows national and international trends to develop common language and protocols for interoperable radio communications at the ground level in order to better respond to emergency events. The radio technology already exists with the PPSTN. The vision for this initiative is to provide emergency service and public safety personnel responding to emergency events with the ability to communicate with each other on pre-established radio channels. This initiative is ongoing and consultations continue.
- The Ministry continued to administer disaster financial assistance claims through the Provincial Disaster Assistance Program (PDAP) to address claims from previous years as well as new claims. There were significant improvements made to PDAP in 2011-12. PDAP established a second location to streamline processes in order to further expedite claim processing, staff received additional training/experience and computer system enhancements were completed. In addition to the new 2011 claims, PDAP made a concerted effort to manage outstanding 2010 claims. In 2010, approximately 4,400 payments were made, totalling over $31 million. In 2011, over 550 municipalities were designated as eligible for disaster assistance. As of March 2012, there were over 8,300 claims submitted for 2011 with over 6,700 payments made, totalling over $74 million.
- An Advisory Committee for Licensing of Building Officials was established to consider provisions of *The Building and Accessibility Standards Administration Regulations* to review the available training and improved practices for Building Officials in Saskatchewan and to make recommendations for change to the Ministry. The final report is scheduled for release in 2012-13.
- The Ministry continues to work toward adoption of the 2010 National Building Code and the 2010 National Fire Code for Saskatchewan. The proposed adoption date of both the National Building Code (NBC) 2010 and National Fire Code (NFC) is slated for August 1, 2012.
- The Ministry participates in discussions toward the development of effective Western Canadian partnerships in matters of emergency preparedness and response and plays a lead role in establishing Western Canadian emergency management partnerships through:
  - » A signed Memorandum of Understanding between Saskatchewan and Manitoba's Office of the Fire Commissioner, promoting strategic alignments in training, communications, planning and emergency response; and
  - » Continued participation in discussions with other Western Canadian provinces, federal agencies and select northwestern American States on the potential for collaboration and sharing best practices.

- The Ministry continued to support provincial ministries, agencies and Crown corporations in emergency management preparedness and training through:
  - Coordinating and facilitating an inter-ministerial update of the Provincial Emergency Plan. Ministry staff conducted a comprehensive review of the Provincial Emergency Plan covering the following areas: governance; risk assessment; roles and responsibilities of ministries, Crowns and agencies; critical infrastructure; a communication strategy; and a concept of operations. The Provincial Emergency Management Committee approved the updated Plan and forwarded it to the Deputy Ministers' Committee on Emergency Management for final approval.
  - Examining options for establishing a public alerting system for the province. On June 9, 2010, the National Alert and Aggregation Dissemination (NAAD) system was launched by Pelmorex, the owner and operator of The Weather Network. This system is capable of supporting the distribution of alerts for all types of disaster hazards, weather warnings, police notifications, and public service disruptions. This national public alerting system has been under development for several years. Saskatchewan has signed a user agreement with Pelmorex that gives access to the program for further testing and evaluation of its potential. Saskatchewan also participated in discussions on policy and legal issues concerning the NAAD system with other provinces, territories and Public Safety Canada.
  - Developing a new provincial data management system for fire and emergency statistics collection to assist in identifying gaps in service related to municipal emergency response capacity. The development of a civic addressing registry called the Provincial Public Safety Addressing Registry (PPSAR), is currently underway. It will provide more thorough and accurate addressing information to 9-1-1 call-takers, dispatchers and emergency response personnel. In addition, a Fire Incident Reporting System (FIRS) was purchased and is under development. The new system will be internet-accessible for fire services throughout the province. It will enable the direct electronic input of fire records and will provide a business toolkit to track assets, training, personnel and infrastructure. This will help improve organization and response throughout the province.
  - Continuing to improve emergency preparedness and resiliency among critical infrastructure owners and operators through facilitative work with the advisory network of owners and operators. The Critical Infrastructure Advisory Network (CIAN) is a voluntary group of approximately 80 owners and operators of critical infrastructure which includes provincial ministries, agencies, Crown corporations, Public Safety Canada, the RCMP and industry representatives from a variety of economic sectors. The Ministry facilitated a large winter storm exercise involving 70 participants to examine interdependencies between CIAN partners.
- The Ministry implemented the Seniors' Home Security Initiative to provide free home safety audits and home security devices to low-income seniors and seniors who have been victims of break-ins or home invasions. Between September 2011 and March 2012, a pilot project was completed in Prince Albert that resulted in 72 installations of home security devices for seniors. The program will be expanded province-wide during the spring/summer of 2012. It is anticipated that over 13,000 senior households could be eligible for the program over its four-year duration.
- The Ministry continued to undertake an assessment of the expansion of equipment and personnel available for deployment in emergency situations, including working with the Ministry of Environment on the viability of using a Single Engine Air Tanker

(SEAT) program to complement fire fighting services in Saskatchewan. CPSP continued to examine strategic options and conduct research on service providers and their ability to complement fire fighting services in conjunction with emergency personnel.

Measurement Results

Number of individuals participating in the Emergency Management Training Program



Source: Emergency Management and Fire Safety Statistics

The Emergency Management Training Program provides training in the core essentials of an Emergency Management Framework through courses such as Basic Emergency Management, Emergency Operations Centre, Evacuation Contingency Planning and Emergency Public Information.

There is a direct relationship between the number of participants and the level of preparedness at the community level. Municipalities that invest in training and in development of their emergency management programs improve overall public safety, are typically better prepared to respond to disasters within their community, reduces damage to property and critical infrastructure and enhances protection of life and property.

The Ministry has a moderate level of influence over this measure as it is a demand-driven system. The Ministry not only establishes targets, it encourages participation, provides training at no cost to the participant and makes it accessible by delivering the training program to the regions. Ultimately it is the municipalities that decide on the amount of training they wish to invest in.

Since the program's inception the number of participants trained has seen a steady increase over the years. Given that there is a high rate of turnover and attrition in communities each year, the Ministry has been satisfied that the number of individuals participating in the Emergency Management Training Program continued to rise towards the Ministry's target of 1,800 participants; an amount considered the adequate level of emergency management sustainability in the province.

At 464 participants in 2011-12, this year's statistic deviates from this upward trend due in large part to the extensive overland flooding that occurred from early spring through summer. The majority of prospective training participants were engaged in response and recovery, rather than training and preparation.

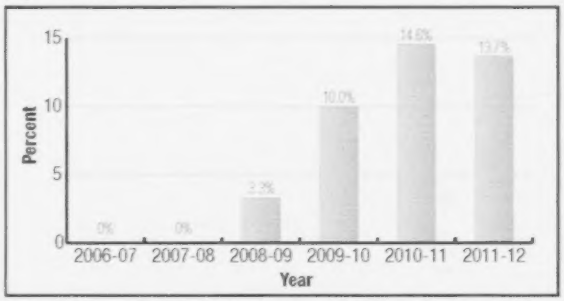
Maintain public safety through the administration of gas and electrical licensing and the continued oversight of a balanced legislative framework for boilers, pressure vessels, elevators, and amusement rides

Results

- The Ministry continued to administer gas and electrical licensing programs. In 2011-12, approximately 9,400 electrical licenses and 4,200 gas licences were maintained within the licensing system in Saskatchewan.
- The Ministry continues to liaise with the Technical Safety Authority of Saskatchewan (TSASK), the agency responsible for the licensing and inspection of boilers, pressure vessels, elevators, and amusement rides. Preliminary work was undertaken with TSASK on examining models for a Safety Technology Council that would provide advice to the Minister on new and emerging industry technologies.
- The Ministry continues to work with Enterprise Saskatchewan (ES) and other partners on a broader approach to regulatory reform and public safety. ES engaged a consultant to examine combining gas, plumbing and electrical licensing, inspection and permitting within TSASK, or another agency.

Measurement Results

Per cent of licensed pressure equipment inspected through Quality Management Systems



Source: Technical Safety Authority of Saskatchewan monthly statistics

Government inspectors are required to perform periodic inspections of operating boilers and pressure vessels within the province. A satisfactory inspection certificate as a result of the government inspection is required for the owner to maintain a licence for operation.

A Quality Management System (QMS) provides a pressure equipment owner or insurer with the opportunity to establish a documented inspection program and employ qualified inspection personnel to perform recognized periodic inspections on the equipment they own or insure. The documented inspection program is a complete engineering risk mitigation plan that covers such topics as measuring and testing equipment, periodic inspections and training of inspection personnel. The actual implementation of the QMS of Inspections falls under TSASK review, registration, licensing and audit oversight. This measure assesses the administration of a core regulatory component of an effective public safety program.

QMS of Inspection were introduced through legislative changes in the fourth quarter of 2006-07. There were no licensed QMS of Inspections on licensed pressure equipment prior to that. The percentage of licensed pressure equipment inspected is calculated using all boilers and pressure vessels in the province (approximately 31,800 items). In 2011-12, TSASK had seven companies registered under a Quality Management System, representing 13.7 per cent of the licensed provincial pressure equipment inventory. The slight decrease in the percentage compared to 14.6 per cent in 2010-11 was due mainly to a sizeable sale of QMS equipment to a non-QMS company in the province.

Government Goal: KEEPING PROMISES

The Ministry of Corrections, Public Safety and Policing supports Government's goal to keep promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Maintain safe and healthy work environments and a professional, accountable and highly skilled Ministry workforce

Results

- The Ministry contributed positively to Public Service Renewal and efficient, effective program and service delivery through:
  - The recruitment and retention initiatives for Young Offender Programs with particular emphasis on the North Administration District (NAD) and hard-to-recruit occupations including strategies such as relocation assistance, student hiring, and tuition support. The components of the recruitment and retention plan included:
    - » Increasing professional staff in the NAD to meet case management standards known to reduce offending. Staffing vacancies were reduced from a high of 17.6 per cent in 2009-10 to 12.2 per cent in 2010-11. The 2011-12 mid-year report showed vacancies of 3.1 per cent.
    - » Increasing the number of practicum students for potential future hiring. The goal to have all supervisors trained in supervising practicum students was met.
    - » A pilot to assist with location expenses for practicums.
    - » A pilot to cover relocation costs for new staff that sign a two-year commitment to service. All new staff hired were retained for 18 months.
    - » Flexible work week under field hours.
    - » Case Aid Worker recruitment to assist Custody Youth Workers.
    - » Distance education capacity was increased to improve opportunities to complete the Social Work degree.
    - » Service provider assigned to serious violent offenders (SVOs). Ninety per cent of SVOs now have an assigned service provider.
    - » Responsive mandatory training (matching early training dates with new staff).
    - » Summer student hiring.
  - Inclusive diversity practices:
    - » The Ministry continued to provide training to staff regarding First Nations and Métis cultures. Diversity training continued to be delivered in workplaces, including induction training for all new adult and youth facility workers. Anti-harassment Policy and Respectful Workplace training continued to be delivered in the workplaces, with approximately 300 employees attending in 2011-12.
    - » Organizational structures were revised and some positions were dedicated to serving First Nations and seniors to recognize the clients' cultures and unique needs.
    - » Representation of Aboriginal people within CPSP of 15.7 per cent in 2011-12 exceeded the Saskatchewan Human Rights Commission target of 13.1 per cent during the same period .
    - » A CPSP senior management sub-committee completed an analysis of previous annual reports, statistics, roles of diversity committees and best practices. This research resulted in preliminary recommendations that were re-visited upon the completion of the corporate diversity review, at which time the future direction for a diversity strategy within the Ministry will be finalized.
  - Respectful, professional workplaces. Training was delivered to managers

and employees in human resource management and human resource policy, including:

» Continuing to foster inclusive workplaces that welcome diversity through the delivery of respectful workplace, code of conduct, anti-harassment and other workshops;

» Continued education and awareness provided to CPSP managers through the CPSP workshop First Nations and Métis Awareness Training; and

» Attendance was encouraged and supported at the annual Aboriginal Government Employees Union (AGEN) and Saskatchewan Visible Minority Employees Association (SVMEA) conferences.

- Continued to advance orientation to and an annual review of the Adult Corrections Code of Professional Conduct. Adult Corrections has a Commitment to Excellence and Code of Professional Conduct that communicates expectations of acceptable conduct and provides guidance in ethical decision-making for all employees of the division. The Code is a framework within which all Corrections employees are expected to perform the duties of their employment. Young Offender Programs developed a draft Code of Conduct which will be finalized in late spring 2012 and rolled out in the fall of 2012. An Employee Recognition Program is also under development.

- Employee engagement, accountability, and productivity. Employee engagement was enhanced through Lean training that was provided to supervisors and staff. At the end of the 2011-12, 134 staff participated in the one-day Introduction to Lean: Managers and Supervisors – equivalent to 134 training days. Additionally, eight staff participated in the three-day Lean Practitioner Training – equivalent to 24 training days. The total training time for Lean in 2011-12 was 158 days.

As part of *The Road Ahead* work:

» policies that operationalize Ministry initiatives were reviewed and revised with a significant focus on the need to ensure fairness and accountability; and

» 100 per cent of out-of-scope Adult Corrections employees had annual Planning for Success (PFS) workplans in place.

Employee accountability, enhanced ownership and productivity were fostered through in-scope Work Planning and Review. Plans are in place for the implementation of In-Scope Work Planning and Review across the Ministry. Select work units have fully implemented annual work planning with in-scope employees. In 2011-12, 90 per cent of supervisors were trained and guidelines/ pre-populated competencies were established. Select units implemented work planning with in-scope employees. Young Offenders Community Programs plans full implementation by 2012-13, with full implementation in the Ministry targeted for March 2014.

To enhance the awareness of and accountability for financial and administrative processes, Ministry staff continued to work to establish priority spending, achieve a more accurate expenditure forecasting and address major/minor issues identified by the internal audit unit.

- Health, safety, and wellness. The Ministry was committed to assist employees to achieve well-being at work, at home and in their community. The Ministry promoted initiatives to ensure that health and safety is the foundation of every area of operation and that all persons entering Ministry workplaces comply with regulations and standards relating to health and safety. Initiatives included:

» Supporting the Ministry's on-line CPSP Zone with a separate Occupational Health and Safety (OHS) tab; stories in Ministry newsletters;

- » Providing an ergonomics program; promoting influenza prevention and pandemic planning;
- » Promoting infectious disease exposure prevention and response;
- » Facilitating employee and family assistance;
- » Planning for emergency management/ business continuity;
- » Supporting the CPSP OHS Council;
- » Training of local OHS members;
- » Establishing a violence prevention and response policy;
- » Development of OHS workshops;
- » Establishing winter travel guidelines and wellness initiatives and activities;
- » Developing a brochure on OHS that included definitions, workplace responsibilities, programs and practices that was distributed to all workplaces;
- » Providing influenza vaccination clinics to all employees on a voluntary basis;
- » Actively participating in a corporate-wide approach to workplace health and safety; and
- » Developing and implementing an enhanced accident/incident notification, investigation and reporting government-wide.

- The Ministry ensured that the right to privacy of all clients was upheld through ongoing awareness and information sessions regarding security, privacy, access and records management that included:
  - Improved responses to requests for records, privacy protection and stronger records management. Through the Freedom of Information and Privacy Branch, the Ministry responded to an estimated 2,208 requests for information in 2011-12, compared to 935 responses the year before. It established detailed templates, tracking and administrative procedures internally and with other key stakeholders in responding to a range of requests for information to improve effectiveness and oversight. In order to mitigate risk in these areas, additional training sessions were conducted last year and have included over 125 employees trained in access, privacy and/ or records management.
  - An established procedure for responding to alleged wrongdoings under *The Public Interest Disclosure Act*, proclaimed on September 1, 2011. The Ministry also initiated awareness sessions with management staff in several program areas regarding *The Public Interest Disclosure Act*.

Improve the effectiveness and efficiency of Ministry programs and services so as to ensure the best use of public funds

Results

- The Ministry continued to implement a management practice of assessment and continuous improvement to ensure a robust, objective and multi-year assessment function. This was achieved through the following actions:
  - Adult Corrections and Young Offender Programs case management policies and procedures guided the supervision and treatment of offenders. Research has shown that if key risk factors are effectively addressed the likelihood of further criminal behaviour may be reduced.
  - Young Offender Programs engaged in a strategic planning process to determine goals and objectives for the branch for the next 3-5 years and continued to implement key priorities including strengthening areas of service delivery and enhancing services to the north. A plan was put in place to ensure ongoing employee input into the planning process.
  - Young Offender Programs also undertook a staffing model review at Paul Dojack Youth Centre in Regina between April and September 2011, in order to determine appropriate facility staffing levels. This was done because supervisory and

management structures are no longer adequate and the profile of young offenders in custody has changed significantly over the past several years. Over 93 per cent of offenders in custody are at high or very high risk to re-offend and multiple risk factors required treatment. Forty-six recommendations were identified, including: increases/changes in staffing and security levels; manager/supervisor role clarification and training; and future policy/trends direction. The report is under review to determine any resource requirements, identify short and long-term implementation plans and develop a communication strategy to staff.

- The Ministry finalized an assessment tool for multi-year funding for community-based organizations and introduced multi-year funding agreements. The risk assessment tool was implemented in 2011-12 to determine community-based organization (CBO) eligibility for multi-year funding agreements. The tool looked at a CBO's governance and stability, history of delivering services and outcomes and financial accountability. The Ministry implemented multi-year service agreements for CBOs and Regional Health Authorities (RHAs) following Government's direction to move toward long-term predictable funding of CBOs and other non-government organizations that provide services on behalf of government. CPSP approved 13 CBOs and five RHAs for three-year funding agreements. They will provide community-based extrajudicial sanctions, young offender reintegration programming and addictions rehabilitation services for youth and adult custody facilities.

• The Ministry initiated a review of community-based services for Young Offender Programs to determine effective governance structures and recommendations for future strategic planning. In October 2011, Young Offender Programs launched a review of community-based services and programs. The review focused on gathering information and making recommendations about the delivery of open custody services by CBOs including First Nations and Métis organizations, to support the potential transfer of the operation of an open custody facility to a First Nations organization in 2012-13. In addition, more work was done to determine what support structures and supports/resources were needed for CBO's to deliver quality services and assess how services currently delivered by CBOs align with best practice models.

• Continued to work towards a Lean culture within the Ministry in order to improve service, lower costs and obtain better results through the following actions:

- A Lean Working Group that reports to senior managers sitting on the Ministry's Public Service Renewal Committee. The Lean Working Group has established task teams to develop a governance structure, assessment criteria and a ministry-wide communication strategy for Lean. CPSP's Lean structure included a process for soliciting Lean ideas from field and central staff members. A committee of Lean experts consulted with divisions on Lean proposals received from staff and a senior executive priority review process to assess the course of action for all Lean ideas were thoroughly vetted. The structure will be rolled out to staff upon completion of the task teams' work, targeted for summer/fall 2012.

- Engaging a consultant to assist with developing a Lean culture across the Ministry. The consultant met with branches and prepared a report for senior management. Key issues included: incorporating the Ministry Plan into the Strategic Deployment (SD) process, ensuring that the SD process is consistent with the expectations of central government and ensuring that the SD process is flexible and can adapt when the planning and reporting requirements change. Continuous improvement was aligned with the five pillars of public

service renewal, through an approach that was holistic, consistent and sustainable.

- Undertaking the following Lean projects in 2011-12:
  - » Adult Corrections completed a Lean project to improve efficiencies in fee-for-service payments for community agencies/agents who participate in the Fine Option Program. Among the benefits realized was the reduction of the Fine Option Payment cycle to community agencies from 90-120 days to 30-45 days.
  - » Policing Services Division's project was revenue collection in the Private Investigator and Security Guard program and Cost Redistribution as areas to examine under this initiative. This project has now been fully implemented.
  - » Current models of offender transport to and from courts and adult correctional centres are being reviewed by the Ministry of Justice and Attorney General, Correctional Service Canada, the RCMP and CPSP. Lean events have been completed for transportation of adult male offenders, young offender/adult female offenders and Court Security and Detention. On August 30, 2011, an Offender Transport Business Case kick-off event was held. The Core Team for this Business Case has collected data for a cost analysis of the current-state multi-agency transport model and is working to identify changes required to transition towards a single-service provider model for offender transport. The findings and recommendations were delivered to government officials and the RCMP Criminal Operations Officer at the end of 2011.
  - » In October 2011, a Lean Value-Stream Mapping event occurred that examined how to reduce processing time for transfer of an offender on probation or conditional sentence order to another jurisdiction. Participants in the exercise included Adult Corrections, Crown Prosecutors from the Ministry of Justice and Attorney General and the Public Prosecution Service of Canada. Clients involved include police agencies across the country, probation officers, court services (Provincial/Federal) and judges. Key achievements from this exercise were: improved communication between stakeholders; reduction in the amount of time taken for transfer; reduction in the number of staff involved in the transfer process; and a review of Inter-Provincial Case Transfer Protocol by Heads of Community Corrections Committee representing all provinces (increase consistency across jurisdictions).
- The Ministry assisted the Public Service Commission with Lean events for Staffing, WCB, Time and Labour, OHS Incident and Accident Reporting, Summer Students and supported a ministry-specific process improvement that had a corporate orientation.
- The Ministry continued to take advantage of opportunities to train selected employees to train the trainers in order to spread the program to front line workers. Over 100 managers/supervisors attended Lean training.

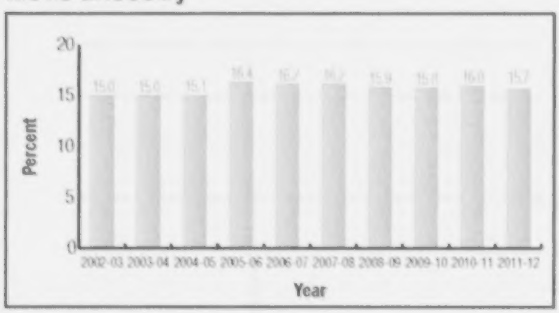
• The Ministry continued to implement the Overtime Reduction Strategy and the Attendance Management and Support Program:

- Overtime costs were identified as a concern within the Ministry. An Overtime Reduction Strategy was implemented to reduce the amount of overtime worked in both adult and young offender facilities. An Attendance Management Policy was introduced to reduce the level of absenteeism in the Ministry. Work has begun on an automated workforce (shift) scheduling solution that will provide more meaningful information regarding schedules and facility operations.

- The Overtime Reduction Strategy helped reduce the cost of overtime by $3.5 million since the strategy commenced in October 2009. In 2011-12, Adult Corrections incurred $6.6 million and Young Offender Programs incurred $1.2 million in overtime, which included mandatory premium pay for statutory holidays of approximately $2.8 million for Adult Corrections and $0.8 million for Young Offender Programs. Premium pay for statutory holidays was the most significant overtime cost-driver for Adult Corrections and Young Offender Programs.
- Sick leave usage declined in 2011-12 to 11.56 days per FTE, compared to 11.86 days per FTE in 2010-11 and the highest sick leave usage of 14.01 in 2009-10. The continuous decline in sick leave usage is testimony to the Ministry's culture shift of enhancing employee accountability, notably through employee attendance management practices by supervisors and managers.

Measurement Results

Per cent of Ministry employees who self-identify as being of First Nations or Métis ancestry



Source: Public Service Commission

First Nations and Métis people represent approximately 15 per cent of the population in Saskatchewan but are significantly overrepresented in the criminal justice system (between 70-80 per cent of people in custody are of First Nations and Métis ancestry).

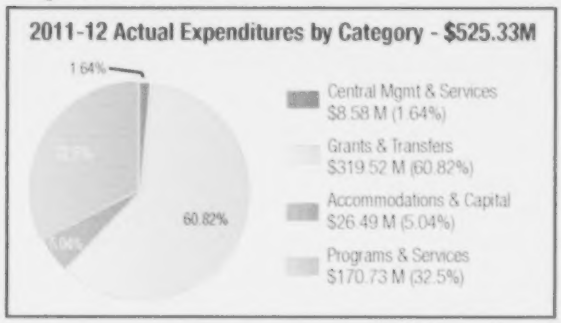
One way to help ensure that Ministry programs respect the cultural and spiritual needs of First Nations and Métis clients is to have staff who are of First Nations or Métis ancestry. The proportion of Ministry staff who self-identify as being of First Nations or Métis ancestry continued to rise from 15 per cent in 2002-03 to 15.7 per cent as of March 31, 2012. While the Ministry's proportion of First Nations or Métis staff compares favourably to the province's public service sector rate of 12 per cent it is recognized that there is more work to be done to increase this proportion.

The Ministry has a moderate level of influence over this measure but has attempted to increase the percentage by actively undertaking recruitment and retention measures. Some of the steps taken by the Ministry to increase the proportion of staff who are of First Nations or Métis ancestry include:

- attending career fairs across Saskatchewan, reaching approximately 6,000 students and community members annually. A high proportion of attendees are of First Nations or Métis ancestry;
- attending career events in First Nations communities to promote careers in CPSP;
- designating First Nations and Métis positions in accordance with the Public Service Employment Equity hiring policy;
- continuing to develop workplaces that welcome diversity through the delivery of respectful workplace, anti-harassment and other diversity workshops; and,
- continued education and awareness for CPSP managers through the CPSP workshop First Nations and Métis Awareness Training.

2011-12 Financial Overview

Expenditures



The original CPSP appropriation budget for 2011-12 was $378.6 million (expense budget of $367.5 million). Actual appropriated expenditures were $525.3 million, an increase of $146.7 million over the original budget. The larger increases over the original budget were mainly attributed to:

- higher-than-anticipated Provincial Disaster Assistance Program claims ($142.3 million);
- Emergency Management and Fire Safety pressures, primarily spring flooding preparation and response costs ($6.2 million);
- Technical Safety Authority of Saskatchewan transitional funding ($3.1 million);
- Adult Corrections pressures, primarily increased inmate custody management, offender counts in community operations and hospital and medical costs ($1.8 million);
- creation of the Freedom of Information and Privacy Branch to address requests under the national Residential Schools' claims process, the Information Technology levy and postage ($2.4 million);
- minor program and capital spending pressures in the Ministry ($0.3 million);

This was partially offset by:

- savings within the Royal Canadian Mounted Police contract ($4.2 million);
- not spending all major capital funding for the Pine Grove Provincial Correctional Centre project due to timing delays ($4.5 million); and
- a reduction in the Joint Emergency Preparedness Program ($0.7 million).

Revenues

The Ministry's original revenue budget for 2011-12 was $33.15 million. This mainly consists of $19.8 million in revenue from the federal government for cost-shared programs, $13.11 million from municipal governments related to the provision of Royal Canadian Mounted Police services and $0.25 million in miscellaneous revenue which includes licenses, permits and fees. CPSP actual revenue for the year was $202.01 million, exceeding the budget by $168.86 million. The increase was mainly attributed to federal reimbursement under the Disaster Financial Assistance Arrangements for eligible claims under PDAP.

Full Time Equivalents (FTEs)

The Ministry's FTE budget in 2011-12 was 1,998.4 FTEs. CPSP has historically over-expended FTEs, most specifically related to overtime, sick leave, backfill for Workers' Compensation claims and staffing due to workload pressures in Adult and Young Offender facilities. In this past year, CPSP also over-expended FTEs through hiring of term staff within PDAP to help address the large volume of claims. The actual FTE utilization was 2,218.0, an over-utilization of 219.6 FTEs.

2011-12 Financial Results

Summary of Expenditures

Actual and budgeted expenditures by subvote and program are detailed in the following table. Variance explanations are provided for amounts greater than $300,000.

	(in thousands of dollars)				
Program	**2010-11 Actual Expenditure**	**2011-12 Original Estimates**	**2011-12 Actual Expenditure**	**Variance Over/ (Under)**	
Central Management and Services					
Minister's Salary (Statutory)	45	45	45	–	
Executive Management	1,963	1,687	1,848	161	
Central Services	7,114	8,155	9,692	1,537	1
Accommodation Services	15,892	15,135	15,846	711	2
Adult Corrections					
Adult Corrections Facilities	83,772	86,581	85,747	(834)	3
Community Training Residences	2,561	2,378	2,691	313	4
Community Operations	13,973	12,693	14,009	1,316	5
Program Support	3,289	2,244	3,263	1,019	6
Correctional Facilities Industries Revolving Fund	142	40	–	(40)	
Young Offender Programs					
Young Offender Facilities	30,282	30,989	31,231	242	
Community and Alternative Measures	6,459	7,128	6,404	(724)	7
Program Support	2,328	1,850	2,558	708	8
Regional Services	11,319	11,743	11,584	(159)	
Public Safety					
Protection and Emergency Services	4,383	3,833	10,001	6,168	9
Provincial Disaster Assistance Program	48,150	14,850	157,115	142,265	10
Joint Emergency Preparedness Program	439	1,066	332	(734)	11
Licensing and Inspection Services	2,649	–	3,146	3,146	12
Policing Services					
Program Support	1,261	797	1,604	807	13
Police Programs	13,679	15,757	14,515	(1,242)	14
Saskatchewan Police Commission	1,190	1,218	1,166	(52)	
Royal Canadian Mounted Police	135,765	149,710	146,058	(3,652)	15
Provincial Public Safety Telecommunication Network (PPSTN)					
PPSTN	1,677	–	223	223	
Major Capital Projects					
Provincial Telecommunications	8,722	3,700	3,723	23	
Pine Grove Provincial Correctional Centre	–	7,000	2,525	(4,475)	16
Total Appropriation	397,052	378,599	525,326	146,727	
Capital Acquisitions	(11,932)	(13,500)	(10,661)	2,839	
Net Amortization	5,035	2,401	3,306	905	17
Total Expense	390,156	367,500	517,971	150,471	

Explanations of Major Variances

(for variances greater than $300,000)

1. Increase due to the creation of the Freedom of Information and Privacy Branch to address requests under the national Residential Schools' claims process, the Information Technology levy and postage
2. Increase in costs for facility maintenance
3. Under expenditure due to transfer of facility maintenance staff to Government Services
4. Costs associated with daily staffing requirements
5. Increase in offender counts and caseload management
6. Increase for programming costs
7. Under expenditure for utilization of service providers
8. Increase for programming costs
9. Spring flooding preparation and response costs
10. Eligible claims under the Provincial Disaster Assistance Program
11. Fewer new initiative fund projects than budgeted
12. Transitional funding for the Technical Safety Authority of Saskatchewan
13. Restructuring of branch
14. Restructuring of branch
15. Under expenditure for the Royal Canadian Mounted Police contract
16. Delayed start of project
17. Amortization higher than budgeted for information technology and leasehold improvements

(Final numbers subject to Public Accounts and Provincial Audit verification)

Revenues

Corrections, Public Safety and Policing collects revenue from cost-sharing claims with the Government of Canada and other levels of government including revenue related to municipal policing costs. These agreements relate to the provision of policing services, adult and youth correctional programming and emergency management services. CPSP also collects revenue related to the licensing of journeymen, employers and contractors in the electrical and gas trades.

All revenue collected is deposited into the General Revenue Fund. A summary of the Ministry's actual 2011-12 revenue is compared to the original budget. Variance explanations are provided for amounts greater than $75,000.

Summary of Original Budget and Actual

	(in thousands of dollars)			
Revenue Category	**2011-12 Original Budget**	**2011-12 Actual**	**Variance Over/ (under)**	
Other Enterprise and Funds	$ 32	$ 262	$ 230	1
Fines	15	–	(15)	
Licenses and Permits	77	388	311	2
Sales, Services and Service Fees	1	6	5	
Transfers from Other Governments	13,110	13,130	20	
Other Miscellaneous Revenue	122	1,018	896	3
Other Federal/Provincial Agreements	19,796	187,207	167,411	4
TOTAL	33,153	202,011	168,858	

Explanations of Major Variances

(for variances greater than $75,000)

Based on Original Budget

1. Reimbursement from Sask911 Fund for costs related to the management and support of the Sask911 system.
2. An increase for licensing revenues comprised of Gas and Electrical Licensing and for Private Investigator Licensing.
3. Refund to the General Revenue Fund due to over estimates for prior year accounts payables.
4. An increase in estimated federal recoveries under the Disaster Financial Assistance Arrangements for eligible claims under PDAP.

Revolving Funds

The Ministry is responsible for managing and operating the Correctional Facilities Industries Revolving Fund (PRISM Industries). Further information on this fund is available in Appendix C.

For More Information

This report provides information about both our accomplishments and our future plans. If you have any questions or comments or would like additional copies of this report, we invite you to call (306) 787-7100.

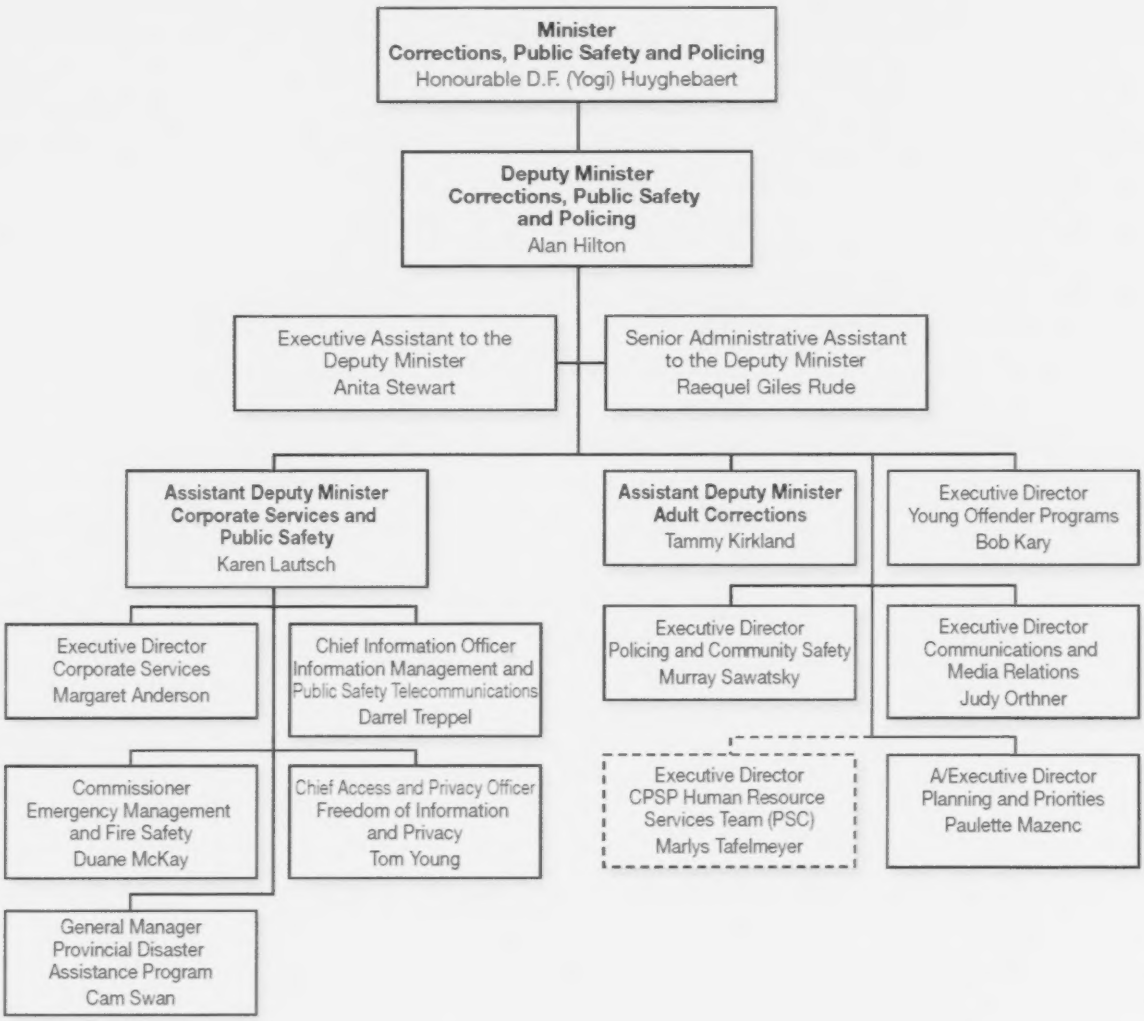
Or contact:

Ministry of Corrections, Public Safety and Policing
Communications and Media Relations Branch
1200-1874 Scarth Street
Regina, Saskatchewan S4P 4B3

Or send us an e-mail through the Ministry of Corrections, Public Safety and Policing web site:
www.cpsp.gov.sk.ca

Appendices

Appendix A: Organizational Chart



Appendix B: Acts and Regulations
(Provincial and Federal Legislation Administered or Enforced by CPSP)

1)Adult Corrections

- *The Criminal Code (Federal)*
- *The Correctional Services Act*
- *Correctional Services Administration, Discipline and Security Regulations, 2003*
- *Correctional Services Trust Account Regulations*
- *The Corrections and Conditional Release Act (Federal)*
- *The Prisons and Reformatories Act (Federal)*
- *The Department of Social Services Act* (sections 6,7,11,12,13,14,15,18)
- *The Summary Offences Procedures Act* (section 5-Fine Option Regulations)

2)Young Offender Programs

- *The Youth Justice Administration Act*
- *The Youth Criminal Justice Act (Federal)*
- *The Residential Services Act*
- *The Criminal Code (Federal)*

3)Emergency Management and Fire Safety

- *The Emergency 911 System Act*
- *The Public Safety Answering Point Regulations, 2011*
- *The Emergency Planning Act*
- *The Provincial Disaster Assistance Program Regulations, 2011*
- *The Fire Prevention Act, 1992*
- *The Saskatchewan Fire Code Regulations*
- *The Fire Insurance Fees and Reporting Regulations*
- *The Uniform Building and Accessibility Standards Act*
- *The Building and Accessibility Standards Administration Regulations*
- *The Uniform Building and Accessibility Standards Regulations*

4)Licensing and Inspections

- *The Amusement Ride Safety Act*
- *The Amusement Ride Safety Regulations*
- *The Boiler and Pressure Vessel Act, 1999*
- *The Boiler and Pressure Vessel Regulations*
- *The Electrical Licensing Act*
- *The Electrical Contractor's Guarantee Bond Regulations, 1988*
- *The Electrical Licensing Exemption Regulations*
- *The Electrical Licensing Fees Regulations*
- *The Gas Licensing Act*
- *The Gas Licensing Regulations*
- *The Passenger and Freight Elevator Act*
- *The Passenger and Freight Elevator Regulations, 2003*
- *The Technical Safety Authority of Saskatchewan Act*

5)Policing and Community Safety

- *The Police Act, 1990*
- *Municipal Police Clothing and Rank Regulations, 1991*
- *Municipal Police Training Regulations, 1991*
- *Municipal Police Equipment Regulations, 1991*
- *Municipal Police Discipline Regulations, 1991*
- *Municipal Police Recruiting Regulations, 1991*
- *Municipal Police Report Forms and Filing System Regulations, 1991*
- *Police Regulations*
- *The Private Investigators and Security Guards Act, 1997*
- *Private Investigators and Security Guards Regulations, 2000*
- *The Public Disclosure Act*
- *Public Disclosure Regulations*
- *The Safer Communities and Neighbourhoods Act*
- *Safer Communities and Neighbourhoods Regulations*
- *The Traffic Safety Act, Part XV, Division 3*
- *Vehicle Impoundment (Public Order) Regulations, 2007*
- *The Police and Peace Officers' Memorial Day Act*
- *The Seizure of Criminal Property Act*
- *The Criminal Enterprise Suppression Act*
- *The Witness Protection Act*

Appendix C: Revolving Fund Revenue Disclosure

The Corrections Facilities Industries Revolving Fund operates under the authority of Section 53 of *The Correctional Services Act*. The purpose of the Revolving Fund is to rehabilitate inmates by operating work programs intended to provide practical and marketable work skills for inmates and to provide a revenue source to reduce the costs of inmate programming.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency and inventory control are business decisions. The long-term financial targets of the fund are in accordance with the Revolving Fund concept of breakeven management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited to the General Revenue Fund (GRF).

The following table compares budget and actual summary information.

	(in thousands of dollars)			
	Budget	**Actual**	**Variance Over/(under)**	
Revenue	**548**	**700**	**152**	1
Expenditures				
Cost of Goods Sold	481	562	81	2
Gross Profit	**67**	**138**	**71**	
Overhead Expenses	55	52	(3)	
SURPLUS FROM OPERATIONS	12	86	74	
Other Income	–	1	1	
Subsidy from GRF	40	–	(40)	
Annual Surplus	**52**	**87**	**35**	

Note: Final numbers subject to Public Accounts and Provincial Audit verification.

Explanations of Major Variances

1. Increase in sales.

2. Increase in materials and inmate labour inputs.

3. Subsidy from GRF not required in 2011-12.

Audited financial statements are available at:
http://www.finance.gov.sk.ca/public-accounts/

Appendix D

For further information on the programs and services provided by the Ministry of Corrections, Public Safety and Policing described in this document, please contact the following:

Adult Corrections	787-8958
Young Offender Programs	787-5699
Policing and Community Safety	787-6503
Gas and Electrical Licensing	787-4530
Emergency Management and Fire Safety	787-6837
Communications and Media Relations	787-7100
Corporate Services	787-2583
Information Management and Public Safety Telecommunications	798-0462
Planning and Priorities	787-6585
Freedom of Information and Privacy	798-0222
Provincial Disaster Assistance Program	787-7800
Human Resources	787-8901

Appendix E: Correctional Facilities and Community Training Residences

- **Secure** facilities are those that are locked 24 hours a day and offenders receive the majority of their programming in those facilities.
- **Open** facilities are those that are not locked 24 hours a day as offenders will participate in programming in the community. For example, a young offender in an open custody facility may attend school and/or have employment in the community.
- There are two federal correctional facilities in Saskatchewan which are administered by the federal government for adult offenders who are sentenced to two years or more.

PROVINCIAL ADULT CORRECTIONAL CENTRES		
Facility	**Facility Security Designation (Secure and/or Open Custody)**	**Gender**
Regina Provincial Correctional Centre P.O. Box 617 4040 East - 9th Avenue North REGINA, SK S4P 3A6	Secure	Male
Prince Albert Provincial Correctional Centre P.O. Box 3003 PRINCE ALBERT, SK S6V 6G1	Secure	Male
Saskatoon Provincial Correctional Centre 910 - 60th Street East SASKATOON, SK S7K 2H6	Secure	Male
Pine Grove Provincial Correctional Centre P.O. Box 3003 PRINCE ALBERT, SK S6V 6G1	Secure	Female

ADULT COMMUNITY FACILITIES		
Facility	**Facility Security Designation (Secure and/or Open Custody)**	**Gender**
Regina Community Training Residence 2267 Smith Street REGINA, SK S4P 2P5	Open	Male
Saskatoon Community Training Residence 501-4th Avenue North SASKATOON, SK S7K 2M5	Open	Male
Prince Albert Community Training Residence 1827 – 1st Avenue West PRINCE ALBERT, SK S6V 4Z5	Open	Male
Women's Community Training Residence 123 La Ronge Road SASKATOON, SK S7K 5T3	Open	Female
Battlefords Community Correctional Centre P.O. Box 996 NORTH BATTLEFORD, SK S9A 3E6	Open	Male
Besnard Lake Correctional Camp P.O. Box 5000 LA RONGE, SK S0J 1L0	Open	Male
Buffalo Narrows Community Correctional Centre P.O. Box 340 BUFFALO NARROWS, SK S0M 0J0	Open	Male

YOUNG OFFENDERS PROGRAM PROVINCIAL YOUTH CENTRES		
Facility	**Facility Security Designation (Secure and/or Open Custody)**	**Gender**
Paul Dojack Youth Centre Ritter Avenue and Toothill Street REGINA, SK S4P 3V7	Secure and Open	Male and Female
Echo Valley Youth Centre Box 1850 FORT QU'APPELLE, SK S0G 1S0	Secure and Open	Male
Drumming Hill Youth Centre Box 1299 NORTH BATTLEFORD, SK S9A 4B3	Open	Male
North Battleford Youth Centre Box 1447 NORTH BATTLEFORD, SK S9A 4B4	Secure	Male
Kilburn Hall 1302 Kilburn Avenue SASKATOON, SK S7K 2H6	Secure	Male and Female
Prince Albert Youth Residence/Sharber Unit Box 3003, 901 - 17th Avenue N PRINCE ALBERT, SK S6V 6G1	Secure and Open	Male
Yarrow Youth Farm 33rd Street and Dalmeny c/o 122 - 3rd Avenue N SASKATOON, SK S7K 2H6	Open	Male
Orcadia Youth Residence c/o 72 Smith Street YORKTON, SK S3N 2Y4	Secure and Open	Male and Female

FEDERAL CORRECTIONAL FACILITIES

Regional Psychiatric Centre
P.O. Box 9243
2520 Central Avenue North
SASKATOON, SK S7K 3X5

Saskatchewan Penitentiary
P.O. Box 160
15th Street West
PRINCE ALBERT, SK S6V 5R6

Appendix F: Definition of Technical Terms and Acronyms

GENERAL

Critical Incident Stress Management (CISM): Teams of corrections workers, police officers or fire fighters and medical staff who are available to respond to fellow emergency responders exposed to stressful situations.

Criminal Justice Information Management System (CJIMS): A new integrated information system to support Saskatchewan's criminal justice system. This system will replace the stand-alone court system used by Justice and the old systems used by Adult Corrections and Young Offenders Programs.

Community-Based Organizations (CBOs): Operations run by community organizations that are contracted by government to administer programs on its behalf.

Full Time Equivalents (FTEs): This is a measure determining the staff complement for the Ministry.

Gas Licensing and Electrical Licensing Acts: This legislation sets out requirements for contractors and for individuals seeking to be licensed as journeyperson gasfitters and electricians.

EMERGENCY MANAGEMENT AND FIRE SAFETY

Classes of Building Officials Licences:

Class 1 - Complete plan reviews and inspections of residential buildings that contain one or two dwelling units.

Class 2 - Complete plan reviews and inspections of buildings covered by Class 1 and buildings within the scope of Part 9 of the Code. (Part 9 buildings are three storeys or less in building height, having a building area not exceeding 600 m^2 consisting of residential, business and personal services, mercantile and medium and low hazard industrial occupancies.)

Class 3 - Complete plan reviews and inspections of buildings covered by Class 1 and 2 and buildings that are within the scope of Part 3. (Part 3 buildings are all buildings classified as assembly, care or detention or high hazard industrial occupancies and all buildings exceeding 600 m^2 in building area or exceeding three storeys in building height.)

Disaster Financial Assistance Agreement (DFAA): The purpose of the DFAA is to assist provinces with the costs of dealing with a disaster where those costs would otherwise place a significant burden on the provincial economy and would exceed what they might reasonably be expected to fully bear on their own. This program cost-shares provincial expenditures incurred due to responding and restoring from natural disasters that meet the criteria outlined in the program.

Emergency 9-1-1 System Act: This Act contains legislative provisions for the province to operate Saskatchewan's Emergency 9-1-1 system.

Fire Prevention Act (FPA): An Act respecting fire prevention. The FPA allows adoption of the National Fire Code of Canada (NFC) as the minimum standard for fire safe operation and maintenance of buildings. Public safety is achieved through consistent application of fire safety standards.

Provincial Disaster Assistance Program (PDAP): This program provides financial assistance to communities and individuals who incur substantial loss or damage to essential, uninsurable property caused by specific natural disasters.

Provincial Public Safety Telecommunications Network (PPSTN): A project led by CPSP to consolidate all users of public safety telecommunications onto a single system hosted by SaskPower and the RCMP.

Saskatchewan Building and Accessibility Standards Appeal Board (SBAS Appeal Board): A board appointed by the Lieutenant Governor in Council consisting of individuals representative of the construction industry and building code application for the purpose of hearing appeals and advising the minister on matters concerning *The Uniform Building and Accessibility Standards Act*.

***Uniform Building and Accessibility Standards Act* (UBAS):** The UBAS is an act respecting building and accessibility standards and provides for the inspection of buildings. Through regulations, the UBAS allows Saskatchewan to adopt the National Building Code of Canada (NBC) as the minimum standard of construction across the province.

CORRECTIONS

Adult Corrections

Average Daily Count: The average number of offenders who are incarcerated in the province's secure custody correctional centres each day.

Bail: Security (usually a sum of money) exchanged for the release of an arrested person as a guarantee of that person's appearance for trial.

Community Corrections: Offenders on probation and serving conditional sentences live in the community and can access community resources. This allows them to be involved with appropriate programs and services for counselling, job search, substance abuse treatment, etc.

Community Service Order Program: This program provides judges with a further sentencing alternative where "paying for a crime" by conducting community service work is appropriate.

Community Training Residences (CTRs): Offenders who are completing their sentences and are preparing for reintegration back into the community can apply to serve the remainder of their sentence in a "Community Training Residence", sometimes known as a "halfway house." The province's three men's CTRs are located in Regina, Saskatoon and Prince Albert. The women's CTR is located in Saskatoon.

Conditional Sentence: A sentence served in the community instead of jail. The sentence usually has strict conditions, including a curfew.

Correctional Services Act: This Act provides the legislative authority for the province to administer Saskatchewan's correctional system.

Intensive Probation/Electronic Monitoring Program: The courts may order electronic monitoring as a condition of a court order. The monitor is an electronic device attached to the offender's ankle, which allows officials to ensure curfew restrictions are adhered to. The target group for electronic monitoring is those offenders who would normally receive a sentence of incarceration or who would be placed on remand but are determined to be able to be safely supervised in the community.

Enhanced Bail Supervision Program: This program helps divert offenders from remand custody by providing increased community supervision for individuals who would otherwise be on remand. Participation in this program is by court order.

Fine Option Program: This program provides work placements in the community for offenders as an alternative to paying their fines or being incarcerated.

Lockdown: A security measure that allows for confinement of the entire inmate population in their cells. The lockdown continues for as long as a substantial threat persists or for the imposed time required to conclude an investigation.

Probation: A penalty imposed by a judge that orders an offender to follow certain conditions for a specified period of time. The offender who is on probation has been convicted of the offence but the sentence is suspended and the offender is released on a supervised probation order. An offender may also receive probation as a sentence with no reporting conditions.

Remand: Offenders who pose a safety risk or a flight risk are remanded to custody in a correctional centre until their court matters are completed.

Rule of Law: A state of order that everyone must conform to. It can also be described as the principle that no one is above the law and everyone must answer to it.

Security Intelligence Officer (SIO): Corrections workers who are responsible for intelligence gathering, preventative security measures and gang management issues in correctional centres.

Unit Confinement: Confinement of inmates on a specific unit as a security measure for as long as a threat exists or for the time required to complete an investigation.

Young Offender Programs

Extrajudicial Sanctions: This is a voluntary program that uses victim/offender mediation and community justice forums as a method of providing certain youth with the opportunity to take responsibility for their unlawful behaviour without requiring them to go through the formal Youth Court process.

Closed Custody: This secure custody is ordered by the Youth Court Judge when the youth is assessed as posing a potential risk to community safety or when the youth has a history of breaching facility rules. In closed custody, access to the community is removed or restricted for a period of time.

Community Based Orders: These include probation, deferred custody, community supervision and conditional supervision. Youth placed on these orders are supervised according to their assessed level or risk to re-offend.

Judicial Interim Release: This program provides intensive supervision and support to youth in the community between the time of arrest and their first court appearance; between court appearances; and/or while awaiting the outcome of their case.

Open Custody: This type of custody is ordered by the Youth Court Judge when the youth is assessed as able to be managed safely in the community. Open custody consists of several small residential facilities, along with a province-wide network of community homes.

Youth Criminal Justice Act: Federal legislation that enables criminal charges for youth 12 to 17. It also describes legal provisions for their supervision.

POLICING AND COMMUNITY SAFETY

Automated Criminal Intelligence and Information System (ACIIS): is a criminal activity intelligence database, including gang and organized crime activity managed by the Criminal Intelligence Service Canada (CISC). Saskatchewan has access and contributes to the ACIIS via the CISC provincial bureau: Criminal Intelligence Service Saskatchewan (CISS). The ACIIS is currently in the process of expanding to add correctional data to the traditional law enforcement data. Advances in the ACIIS will provide enhanced intelligence analysis and information on gang and organized crime members and their activity for use by both police and corrections.

Building Partnerships to Reduce Crime (formerly referred to as the Future of Policing): An initiative to create a long-term strategy for Government's role in providing policing services to the province. It involves discussions and decisions by representatives of the policing community and includes representatives from the Saskatchewan Association of Chiefs of Police and the RCMP.

Community Tripartite Agreement (CTA): An agreement between CPSP, Public Safety Canada and Saskatchewan First Nations communities to provide RCMP policing services to First Nations communities.

Internet Child Exploitation (ICE) Unit: A unit of specialized municipal police officers and RCMP members who work to rid the Internet of child predators.

Peacekeepers: These are generally unarmed individuals who are hired and paid by First Nations communities to provide various low-risk, community-based safety functions to supplement the services provided by police. Peacekeepers are used as a means for improving community safety and police-community relations in First Nations communities.

The Police Act: Legislation determining the province's responsibility for the provision of police services.

Provincial Police Service Agreement (PPSA): This agreement establishes the terms by which the RCMP provides provincial police service in Saskatchewan. This agreement is between CPSP and the federal department, Public Safety Canada.

RCMP Back-Up Policy: A policy put in place by the RCMP to ensure that individual members have a second member backing them up during potentially dangerous situations. CPSP provides funding to the RCMP for the costs of members being available for back-up.

Safer Communities and Neighbourhoods (SCAN): Under *The Safer Communities and Neighbourhoods Act* the province has the jurisdiction to target and if necessary, shut down residential and commercial buildings used for illegal activities such as grow ops, prostitution and drug dealing. The Policing Services Division's SCAN Unit enforces the provisions of the Act.

Seizure of Criminal Property Investigation Unit: An investigative unit within the Ministry which, on referrals from police and SCAN, conducts investigations to determine if property was used in or acquired through criminal activity and to pursue its forfeiture to the provincial Crown under *The Seizure of Criminal Property Act*.

VISE Program (Vehicle Impoundment against Sexual Exploitation): This program enables police to reduce traffic in stroll areas of the community by seizing the vehicles used by sex trade consumers while committing prostitution offences.